

Just Culture

On August 16th, twelve Loring Hospital employees attended a “Just Culture” workshop in Des Moines. Those attending were Ryan Lode, Carol Groen, Kathy Winchester, Stephanie Hartman, Abe Clark, Annette Blessington, Joy Mandernach, Amy Scheffler, Kim Buschmann, Jill VonAhn, Sharon Erritt, and Michele Suggitt.

Just Culture is about creating an open, fair and just culture. It moves organizations away from an overly-punitive reaction to events and errors. We must instead recognize that we will make errors and that we will drift away from what we have been taught. It is important to align the belief that to err is human, to drift is human, risk is present everywhere and we are all accountable. Just culture also addresses managing systems and behaviors for safety.

Those attending the workshop met August 30th and have formulated a plan to help everyone learn about Just Culture and move us forward in using this in our everyday lives here at Loring Hospital. The group has adopted the following motto: **Assume goodness, Choose Joy, Proceed with Grace.**

You will be hearing more in the near future-watch for emails and notifications.

Talking points:

Video link: www.justculture.org Click on About Us-“What is Just Culture”

Just Culture is about not pointing fingers and laying blame

This creates an open and learning reporting place in which staff are comfortable raising their hand when they have seen a hazard or made a mistake.

1. Creates an open, fair and just culture
2. Creates a learning culture
3. Designs safe systems
4. Manages behavioral choices

Align these beliefs:

To err is human-we all make mistakes

To drift is human-we all drift into at risk behaviors

Risk is present everywhere

We are all accountable-for our behavior choices

This is a culture that truly supports learning and is a common understanding about how to treat people when things happen.

Stuff happens

Stuff happens to you

How do you prevent stuff from happening to you?

The Three Duties of an employee:

1. The duty to Do no harm
2. The duty to produce an outcome
3. The duty to follow a policy/procedure

Three behaviors that can happen:

1. Human error-inadvertent action, mistake, slip or lapse (CONSOLE)
2. At risk behavior-behavior that increases risk where risk is not recognized or is mistakenly believed to be justified. (COACH)
3. Reckless behavior-behavioral choice to consciously disregard a substantial and unjustifiable risk (DISCIPLINARY ACTION)

Manage Systems and behaviors by:

Reporting errors –we should not be afraid to report our mistakes for fear of punishment

Just Culture Algorithm-looking at mistakes in a new way to determine process

1. Is there a policy or procedure?
2. Does everyone know the policy or procedure?
3. Does everyone follow the policy or procedure?

Determination of the responsibility of the person

Improving processes

An organization that operates under “Just Culture” has a safety information system to address system and behavioral risks both before and after events happen. This helps convert lessons learned from actions to improve safety.

Under a Just Culture, Employees will:

1. Look for risks around them
2. Report errors and hazards
3. Help design safe systems
4. Make safe choices by following procedures, make choices that align with Loring Hospital values, be aware of the situations around them

Under a Just Culture, Loring Hospital will:

1. Strive for a culture that balances the need for a non-punitive leaning environment with equally important need to hold person accountable for their actions.
2. Seek to judge the behavior, not the outcome, distinguishing between human error, at risk behavior and intentional reckless behavior
3. Foster a learning environment that encourages the identification and review of all errors, near misses, adverse events and system weaknesses.
4. Promote the use of a wide range of responses to safety-related events caused by lapses in human behavior, including coaching, non-disciplinary counseling, additional education or training, demonstration of competency, additional supervision and disciplinary action when appropriate to address performance issues.
5. Support and implement systems that enable safe behavior to prevent harm

Assume Goodness Choose Joy Proceed with Grace

1. Appreciative Inquiry

- a. What is going right in your department?
 - b. If this was a perfect place-what systems and behaviors would be in place?
 - c. We decide as a department what needs to happen to achieve this
- Using a code word to stop negative behaviors No trash talking of others